



Revision Log

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## TABLE OF CONTENT

1. Introduction
2. Purpose of the Partnership Program
3. Goals and objectives
4. Lessons Learned From the 2010 Census
5. Role of Research
6. 2020 Partnership Program
7. Challenges
8. Risks
9. Strategy
10. Partner Segments
11. Census Open Innovation Labs Partnership Strategies
12. Focus on Hard-to-Count
13. Partnership Program Initiatives
14. Department of Commerce and Engaging Other Federal Agencies
15. Implementation
16. Roles and Responsibilities
17. Communication
18. Decision Structures
19. Tools
  - 19.1 Customer Relationship Management System
  - 19.2 Response Outreach Area Mapper
  - 19.3 2020 Census Partner Web Page
20. Partnership Hiring
21. Partnership Timeline
22. Performance Management
23. Sustainability Beyond 2020

## APPENDICES

Appendix A: Acronyms.....	18
Appendix B: Outreach Communication Strategies, Activities and Tools Comparison Chart.....	19
Appendix C: References Elements.....	21

## FIGURES

Figure 1: 2020 Census Integrated Partnership and Communications Operation.....	1
Figure 2: Integrated Partnership and Communications Integrated Product Team.....	2
Figure 3: Hard-to-Count.....	9
Figure 4: Organizational Structure.....	12
Figure 5: Governance Structure.....	13
Figure 6: Image from ROAM.....	14
Figure 7: Regional Partnership Specialists Hiring Wave Timeline.....	15
Figure 8: High Level Partnership Implementation Timeline.....	15

## 1. Introduction

The U.S. Census Bureau is the primary source of statistical information about the nation's population and economy, and is responsible for the decennial census of population and housing conducted once every ten years. The Census Bureau will conduct the next decennial census in the year 2020. Federal law requires the Census Bureau to deliver to the President state-level population counts and the calculations for reapportioning the U.S. House of Representatives by the end of 2020. Three months later, on March 31, 2021, the Census Bureau must deliver a more detailed count to the states for redistricting purposes, as specified by Public Law 94-171.

The goal of the 2020 Census is to count everyone once, only once, and in the right place. The Census Bureau's experience conducting previous decennial censuses indicates that an effective integrated communications program is critical to its success. That is, communications and partnerships are crucial in educating the public and maximizing survey response rates. To support the national headcount in 2020, the Census Bureau is planning a communications program—the 2020 Census Integrated Partnership and Communications (IPC) Program—to increase awareness of and participation in this constitutionally mandated activity.

The 2020 Census IPC Program includes all partnership and communications activities completed in-house and by contractors to support the 2020 Census. The Census Bureau uses the 2020 Census Integrated Communications Contract (ICC) to govern the work of its contractors, and it is a large and critical component of the overall 2020 Census IPC Program. In August 2016, the Census Bureau contracted the services of Young and Rubicam (Team Y&R), a communications agency, to create, produce, and implement an integrated marketing and communications campaign in support of the 2020 Census. The Census Bureau worked with Team Y&R to develop a [National Communications Plan](#) for the 2020 Census. This plan aligns with the partnership function, but is not the complete partnership program.

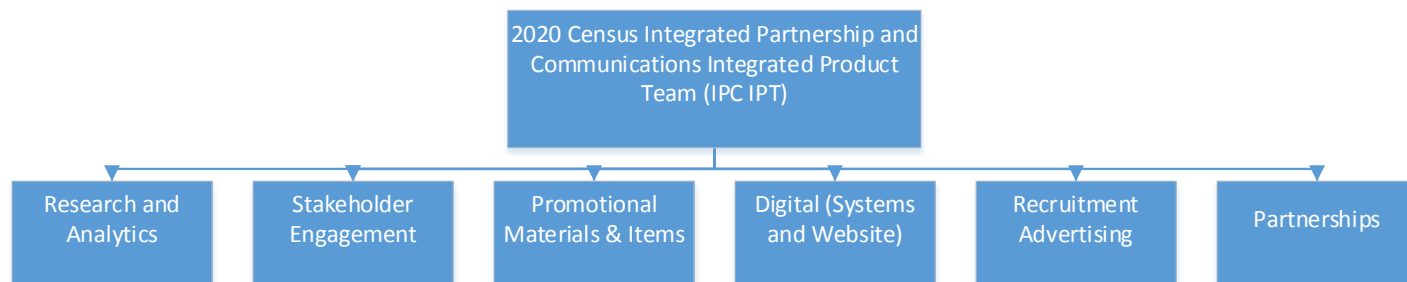
**Figure 1: 2020 Census Integrated Partnership and Communications Operation**



All 35 of the 2020 Census operations are planned and implemented through the project management teams coordinated by the Decennial Directorate. These teams are called Integrated Product Teams (IPT) and are cross functional, with members from the various divisions and

offices responsible for implementing these operations. For the IPC operation, the IPC IPT is responsible for the planning, integrating, and implementing all the components under the IPC operation. Because each of the IPC components are large enough to warrant focused attention, several subteams exist under the auspices of this IPT and others will be created as the need arises. Figure 2 is the current depiction of this team.

**Figure 2: Integrated Partnership and Communications Integrated Product Team**



The Partnership Program of the IPC integrates two essential programs: the Community Partnership Engagement Program (CPEP) and the Census National Partnership Program (NPP). The CPEP employs the strengths of tribal, state, and local governments, as well as community-based organizations, faith-based organizations, schools, media, businesses, social services, ethnic organizations, and others to increase awareness and participation in the 2020 Census. Much of the CPEP work is conducted by partnership specialists who are employed in the field leading up to and during the 2020 Census. The NPP builds and strengthens relationships with businesses, industries and organizations with national reach to increase awareness and participation in the 2020 Census. CPEP and NPP are intended to be complementary efforts and leverage the expertise of various Census Bureau employees to help maximize participation.

Partnership also relies on the involvement of the 24 Data Dissemination Specialists (DDS) in the regions who provide a service to the American public. They ensure communities are aware of and taught how to use and access valuable census data to help them make data-driven decisions.

The NPP and the CPEP have internal partnership plans that provide more details on the planning and implementation of partnership activities for the partnership staff to use as a guide for internal management.

2. **Purpose of this Partnership Plan** The Partnership Program is the central component to the IPC. Partnership efforts for the Census Bureau encompass building and engaging trusted voices to assist in meeting the overall 2020 Census goal of counting everyone once, only once, and in the right place. This Integrated Partnership Plan (IPP) document articulates the program components at the national and local levels. It also incorporates the lessons learned from the 2010 Census, associated challenges and risks, strategies, an overview of initiatives, implementation, high level timeline, and performance measurement for gauging success of the program. It also explains how the 2020 Census Partnership Program serves as the foundation to developing an ongoing, holistic enterprise partnership program to centralize

and maintain critical relationships throughout the decade beyond the completion of the 2020 Census.

### 3. Goals and Objectives

The program goal for partnerships is to engage national and local partners to increase participation in this decennial census.<sup>1</sup> The Partnership Program intends to accomplish this goal by building and engaging trusted voices. Specifically, the Partnership Program will focus on:

- Engaging organizations to leverage their resources to help reach various audiences, especially the hard-to-count (HTC).
- Encouraging partners to motivate people to self-respond.
- Leveraging partnership with trusted national brands to enhance public perception of the 2020 Census.
- Educating people about the 2020 Census and fostering cooperation with enumerators.
- Building key local partnerships with national partner leadership.
- Developing lasting, evergreen relationships to support other Census Bureau data collections and get a head start on 2030 Census Partnership Programs.

The Census Bureau has selected two functional areas for initial planning and implementation efforts to ensure a focus on national and local partnership efforts. These areas work together to form a holistic program. See page 11 for more information on organizational structure. Each component of the Partnership Program has specific measurable objectives to guide efforts in accomplishing the goal and to measure its success.

<b>National Partnership Program Objectives</b>	<b>Community Partnership Engagement Program Objectives</b>
At least half of national partners are a trusted brand to targeted and/or hard-to-count populations by March 2020.	Establish committed partnerships with 300,000 partners by March 2020.
At least 50 percent of all national partners will have the capacity to reach one or more hard-to-count populations by March 2020.	Establish partnerships with at least one organization in, or that serves, all tracts with a Low Response Score of 30 or higher (9 percent of all census tracts) and in 70 percent of tracts with a Low Response Score between 20 and 30 (41 percent of all census tracts) by March 2020.
At least 90 percent of national partners will conduct at least one engagement activity to motivate response by July 2020.	Facilitate the formation of Complete Count Committees (CCCs) or similar efforts in all 50 States, the District of Columbia, Puerto Rico and cities with a population of 200,000 or more by January 2020. <sup>2</sup>

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<sup>1</sup> Partners for the 2020 Census are defined as entities which have agreed to support the 2020 Census in specific documented capacities. These include entities that specifically said they are a partner and those the Census Bureau works with to accomplish engagement activities on behalf of the 2020 Census.

<sup>2</sup> For more information on State Complete Count Committees (SCCCs) and CCCs, go to [https://census.gov/programs-surveys/decennial-census/2020-census/complete\\_count.html](https://census.gov/programs-surveys/decennial-census/2020-census/complete_count.html).



Establish a point of contact from 30 percent of 2020 partners for continued engagement with the Census Bureau beyond the 2020 Census.	Provide supplemental language support for over 100 languages either directly or via established partnerships by February 2020.
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Using specific objectives ensures the Census Bureau has trusted voices engaged in reaching everyone to communicate that the census is coming, it is important, it is safe, and should participate for themselves, their family, and their community. See page 14 for more information on measurement of the partnership program.

#### **4. Lessons Learned From the 2010 Census**

The Census Bureau conducted an assessment of the Partnership Program effectiveness at the conclusion of the 2010 Census. This evaluation included feedback from key stakeholders that were involved in the program. The high level successes and shortcomings are highlighted below.

##### **Successes**

- Campaign was diverse and sensitive to many audiences.
- Use of the 2010 Web site and social media allowed for innovation and transparency.
- Integrating communication campaign components was helpful in reaching targeted audiences.
- Combining operational and regional events was useful in reaching hard-to-count communities.

##### **Opportunities for Improvement**

- Planning should start before 2018 or 2 years before the decennial census.
- Funding was allocated too late to effectively plan and implement many program activities.
- Process for developing and reviewing materials and products was implemented too late, too complicated, and changed with the introduction of new products.
- Better communication to facilitate feedback from regional staff on overall campaign plans.
- Improve training for partnership specialists who support the 2020 Census.
- Use electronic tools and other resources, like social media to communicate more efficiently and effectively.
- NPP should have “evergreen” status to maintain relationships and contacts during the intermediate years.
- Establish more specific program metrics for the NPP.

#### **5. Role of Research**

The 2020 Census IPC will use a research-based, data-driven approach to develop a partnership and communications campaign that connects with people through tailored messages. These messages are intended to motivate individuals to complete the census questionnaire, and are also used by media channels and trusted voices.

A strong base of research enables the Census Bureau, Team Y&R, and our partners to develop partnerships and communication activities that will reach varied audiences with relevant, culturally sensitive, and effective messages to increase self-response rates.

There are multiple separate research activities that will be planned, integrated and implemented in a timely fashion to inform the entire campaign. The survey and focus group data collections that are part of the 2020 Census Barriers, Attitudes, and Motivators Study (CBAMS) provide additional insight into the factors that motivate and inhibit self-response. In addition to gathering information about public perceptions of the census, 2020 CBAMS survey responses were organized into distinct self-response mindsets. Focus groups offer more nuanced understandings of specific hard-to-count groups not surveyed in a large enough number to draw statistical inferences. CBAMS results will be used by the partnership staff to help understand the barriers and attitudes that would impact a potential respondent including our partners for participating in the census.

## **6. 2020 Partnership Program**

Building on the 2010 partnership lessons and understanding the new challenges for this decade, the Census Bureau is currently establishing partners are making their engagement more robust, while also introducing some new initiatives. In 2020, the Partnership Program will continue to employ the strengths of tribal, state, and local governments, as well as community-based organizations, faith-based organizations, schools, media, businesses, social services, ethnic organizations, and others to increase awareness and participation in the decennial census. Going forward, the partnership program emphasizes innovation while taking advantage of new technology to deliver services, products, and resources. Some key additions include, a new partner Web page; creation of additional audience initiatives, such as the undercount of young children; a new partnership specialist type to focus on national partnerships; local partnership kickoff events throughout the country; and hosting workshops to have partners participate in developing solutions for the 2020 Census. All of the elements of the plan are focused on building and engaging in national and local relationships to assist in meeting the overall 2020 Census goal of counting everyone once, only once, and in the right place.

## **7. Challenges**

Achieving the 2020 Census goal of counting everyone once, only once, and in the right place creates challenges for the IPC. In particular, newer attributes since 2010 about the external environment means the IPC will need to make adjustments when supporting this census. The challenges external to the Census Bureau include:

- Public's increasing distrust of government.
- Respondents' increasing unwillingness to share personal information.
- Decreased confidence in security and confidentiality of collected data.
- Informal, complex living arrangements that make it difficult to associate a person with a specific location.
- Identifying and educating non-English speaking communities.
- Concerns about digital divide in hard-to-count, low response communities.
- Smaller budgets and reduced staffing in potential partner organizations.
- Lack of Internet connection in rural areas.
- In larger urban centers, complex high-rise housing units means restricted access to some respondents.

- Displaced families/residents caused by natural disasters.
- Increase in immigrant and diverse populations.

In addition, the Census Bureau faces other operational challenges when implementing the partnership program, including:

- Fiscal and regulatory constraints that may affect funding for program development, staffing, travel, Information Technology (IT) support, and promotional activities and products.
- Late design changes related to IT tools/systems that may affect partnership staff's ability to efficiently use the technology.
- Overall nationally low unemployment rate may reduce Census Bureau's ability to hire temporary employees to help conduct the 2020 Census.
- Inexperienced and temporary staff who will need immediate and consistent training throughout the wave hiring process.
- Late design changes to the communications campaign.

## **8. Risks**

The Census Bureau considers the 2020 Census risk management process essential to its operational planning. These risks include ones identified for the Partnership Program such as, making late design changes; securing adequate funding in the early years of development; incorporating stakeholder involvement effectively; using proper tools to track and manage the program; ensuring a full suite of materials and messages available for partnership staff to use early in the cycle; and deploying a method for fulfillment and distribution for these materials. As part of its risk management process, the Census Bureau uses a detailed risk register to track these and additional risks.

## **9. Strategy**

By many accounts, the Partnership Program supporting the 2010 Census was successful. The Census Bureau documented approximately 257,000 partnerships who helped reach the American public. However, an internal post-2010 Census assessment determined that much of the work and effort by partners varied widely. In an effort to build on the elements of the Partnership Program that worked well, and also make improvements for a new decade, the Census Bureau decided to shift paradigms in the philosophical approach to engaging partners.

The Census Bureau's new approach reflects societal changes since 2010. Many Americans now receive information through different means, including smart phones and social media. The racial and ethnic composition of the country is also more diverse, which can create challenges when communicating with certain populations due to language barriers or their inexperience with a decennial census.

In response to these external changes and using its current organizational capabilities, the Census Bureau has moved away from a one-off or tactical approach to one that is more comprehensive. This new approach is focused on stronger relationships with our partners and providing them the tools to ensure they can serve their communities in their capacity. Also the Census Bureau is placing the partner at the center of the relationship by co-designing solutions with them, and

shifting away from individualized thinking to working across sectors and industries to produce better results.

The Census Bureau has begun operationalizing this strategy by implementing the following activities for the 2020 Census Partnership Program, which focus on using assets outside of the Census Bureau's structure.

- Develop a refined segmentation of partners that allows for clarity on work efforts, but also focuses on quality partnerships in critical sectors that provide reach at the national and local levels.
- Develop innovative approaches to collaborate with partners on the issues and barriers to engaging their communities in the 2020 Census.
- Develop initiatives focused on reaching hard-to-count populations.
- Leverage partnership efforts the Department of Commerce already has in place with businesses and faith-based communities.
- Engage other bureaus under the Department of Commerce to extend reach into other important stakeholder groups.
- Engage other federal departments and agencies to help in ways tailored to their specialization. For instance, the Census Bureau could collaborate with USDA to reach rural audiences.

In order to implement these strategic activities effectively, 2020 Census partnership effort requires strong alignment and integration of internal processes and activities. To that end, the Census Bureau will use the following to ensure a cohesive, robust effort:

- Focus on communication paths and integration processes.
- Refine existing approach to strengthen strategic direction, segment analyses, metrics, timelines, and deliverables.
- Leverage current partnership efforts across the Census Bureau within other programs.
- Minimize unnecessary layers and duplicative efforts.

## **10. Partner Segments**

The Partnership Program uses categorized partners by segments. This decomposition is intended to develop communication tactics and recruit the partners most likely to help count everyone once, only once, and in the right place. The segments will further assist the Census Bureau in focusing activities with the potential partners. The segments are:

- Technology.
- Faith-based.
- Business.
- Media.
- Special interest groups.
- Researcher groups.
- Nonprofit organizations.
- Government.
- Nongovernmental organizations.

On a national level, the Census Bureau will begin working with an initial list of keystone partners that present the highest-impact opportunities. NPP has engaged these keystone partners early in the 2020 Census lifecycle to ensure enough lead time for planning and executing support activities. NPP developed the following criteria to help select keystone partners on which to focus resources early in the 2020 Census lifecycle:

- Likelihood to participate in the 2020 Census at a national, organizational, and/or corporate level.
- Level of trust and influence among the general public and the organization's core audiences.
- Ability to reach the diverse population audience.
- Ability to reach, in particular, hard-to-count audiences.

As the Census Bureau ramps up partnership activities in fiscal year 2019, the keystone partner list will expand to encompass more partners using the established segments and criteria mentioned above.

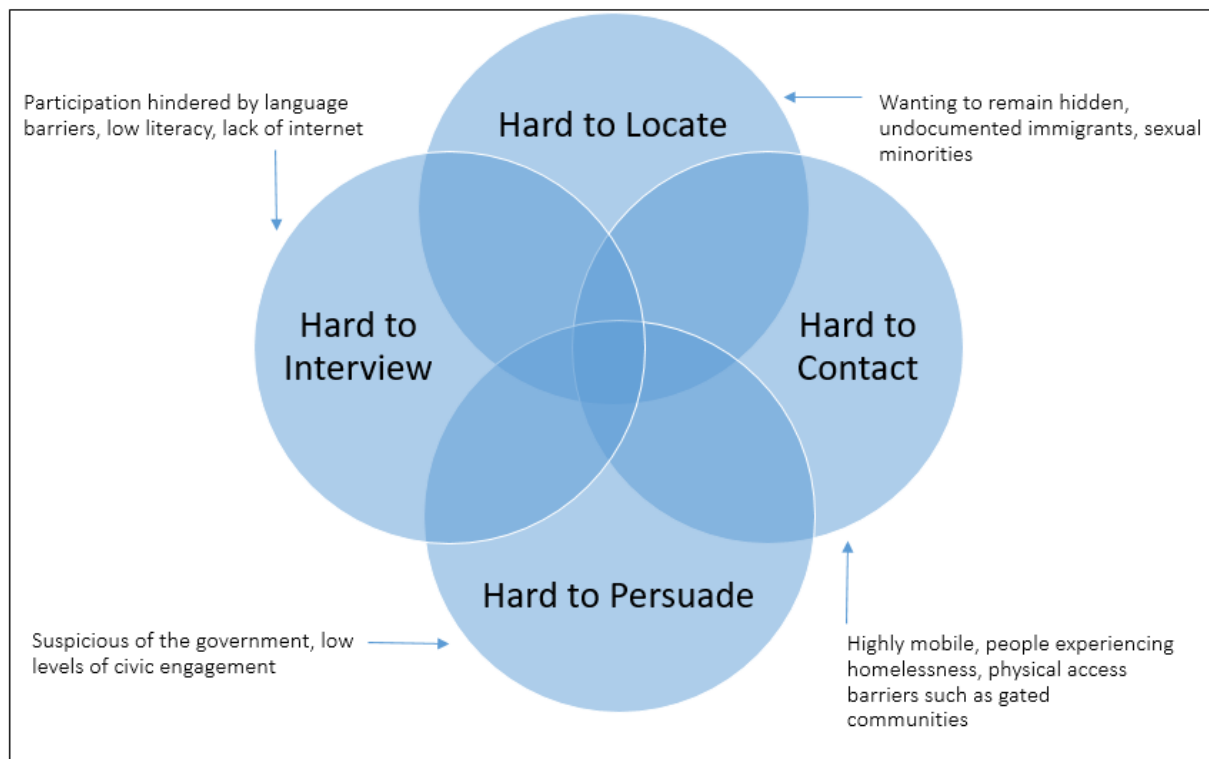
## **11. Census Open Innovation Labs Partnership Strategies**

In addition to analyzing partners by segment, the Partnership Program will explore a new framework to define innovative partnership strategies such as the Census Open Innovation Labs (COIL) partnership strategies. The COIL framework will engage partners to co-design and co-create test partner messaging, visual design, delivery, distribution channels, messengers, timelines and evaluation metrics. Through this new enterprise partnerships framework, the Census Bureau is expanding an outward focus to keep current with developments in industry and academia both across the nation and in local communities.

## **12. Focus on the Hard-to-Count**

The Census Bureau's charge of counting everyone once, only once, and in the right place in 2020 is no small task, particularly given that some respondents are difficult to locate, contact, persuade, or interview. The operational design for the 2020 Census contains these attributes of the HTC populations. As the external environment evolves, the Census Bureau will continue to adapt its approach to reaching the HTC.

**Figure 3: Hard-to-Count**



### 13. Partnership Program Initiatives

The Partnership Program is hyper-focused on reaching HTC populations at the grassroots level. The program includes planning activities specifically designed to reach these audiences through initiatives such as:

- State Complete Count Commissions.
- Complete Count Committees, including tribal governments, counties, and municipalities.
- Counting of young children.
- American Indian and Alaska Native (AIAN) program.
- Healthcare community outreach.
- Homeless outreach.
- Native Hawaiian and Other Pacific Islander (NHOPI).
- Faith-based community outreach.
- Higher education.
- Lesbian, gay, bisexual, transgender and questioning/queer outreach.
- Mobile response program.
- Foreign-born and immigrant outreach.
- Thank You campaign.

For decades, the decennial census has undercounted children, especially children under 4 years old. The Census Bureau has conducted research to identify ways to address this undercount. It has used this research to develop new initiatives focused on specific audiences.

Our research tells us young children fail to be counted in the census for a variety of reasons, so we are committed to pursuing multiple, targeted strategies to ensure that the count of young children is as complete and accurate as possible. Partnerships play a critical role in helping to reduce this undercount. A key strategy is working with a diverse group of organizations and companies to join the Census Bureau to ensure we do not have an undercount of young children in the 2020 Census. The Departments of Commerce, Education, and Transportation are also engaged with the Census Bureau to help with this challenge. In addition to partnership efforts, other targeted strategies to address this issue include:

- Changed wording on the census questionnaire to remind those responding to include children and babies.
- Improved our census taker training materials to emphasize the importance of including children during interviews with nonresponding households.
- Plan to purchase targeted advertising and have an online presence aimed at households with young children.
- Work with local schools through our Statistics in Schools program to educate parents about the importance of the census through the older siblings of young children.

#### **14. Department of Commerce and Engaging Other Federal Agencies**

The Census Bureau is a bureau under the Department of Commerce. As the umbrella agency, DOC has resources and assets to augment the efforts of the Census Bureau. DOC has pledged the support of the other bureaus under its umbrella and is helping the Census Bureau connect with the other federal departments and agencies. By working with these agencies, the Census Bureau can ensure their customers and employees are aware of the census and encourage them to participate. DOC has a small business office and an office focused on faith-based initiatives. Additionally, DOC is directly engaging with businesses and corporations and persuading them to become national partners. Furthermore, DOC is working closely with the Census Bureau on the undercount of young children challenge.

#### **15. Implementation**

Coordinating IPC and Partnership Program activities requires strong communications linkages among all entities involved in this effort, especially between Census Bureau headquarters and its six regions. Moreover, the Census Bureau will implement the Partnership Program across national and local activities with clearly defined and documented roles and responsibilities, a governance process, and communication protocols. These documents have been developed and are used to ensure effective management and integration of the partnership components.

#### **16. Roles and Responsibilities**

The Census Bureau contains multiple directorates that are responsible for implementing facets of the Partnership Program, including the:

- Communication Directorate, which supports the decennial census mission and has responsibility of developing and implementing the NPP. In addition, the Integrated Communications Contract Program Management Office (ICC PMO) will help facilitate the partnership work Team Y&R implements.

- Decennial Directorate, which manages all aspects of the decennial census, namely, the scope, schedule, cost, and quality of partnerships.
- Field Directorate, which supports the decennial census mission by implementing and developing the CPEP. This includes hiring partnership staff and overseeing their efforts in the field, plus a partnership office based at Census Bureau headquarters to provide centralized guidance and support for local grassroots partnership activities that the six regions are implementing.
- Research and Methodology Directorate, which supports the 2020 Census partnership efforts via COIL, as a part of their overall enterprise-wide collaboration efforts with organizations from the media and technology industries.

## **17. Communication**

Given that the 2020 partnership efforts are implemented in several different organizational units throughout the Census Bureau, it is critical to have effective communication between these units. Consistent and clear communication paths and governance processes will assist the integration of all partnership activities. The directorates currently have several ways to facilitate communication across organizational units. This includes established communication mechanisms between the staff in the six regional census centers throughout the country, FLD HQ-Partnership Office, Team Y&R, Research & Methodology-COIL, Communications Directorate -National Partnership Office, ICC PMO, and the DOC partnership units.

## **18. Decision Structures**

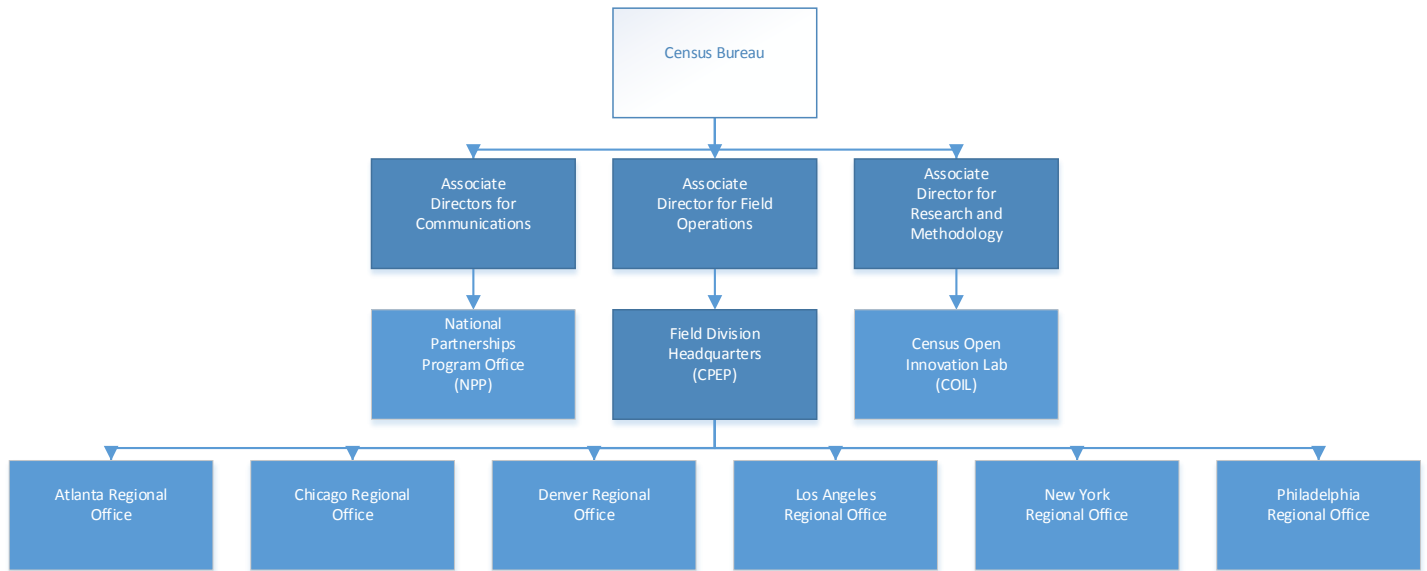
The IPC Integrated Partnership and Communications Operation is 1 of the 35 operations for the 2020 Census. For more information, refer to the [2020 Census Operational Plan](#). It is governed by the decennial program and project management processes and procedures, which were developed by the Decennial Census Management Division. In 2014, the Decennial Directorate chartered an IPC Integrated Process Team to plan, develop, and implement activities under the umbrella of this operation. Under this team, there are several subteams that focus on specific components of the IPC, including a subteam on partnerships. The governance structure has two notable governing boards to provide oversight and management of these operations: 2020 Census Program Management Governance Board and the 2020 Census Executive Steering Committee. In addition, the IPC has its own governing board to provide guidance and resolution, as needed for the IPC operation. This team meets twice a week to streamline communications and foster integration across the various directorates charged with planning and implementing the components of the IPC operation. This IPC Executive Steering Committee membership includes the:

- Associate Director for Communications
- Assistant Director for Communications
- Chief of the Decennial Communication Coordination Office
- Associate Director for Field Operations
- Assistant Director for Field Operations
- Office of the Director Senior Advisors

Figure 4 illustrates the organizational units described above.



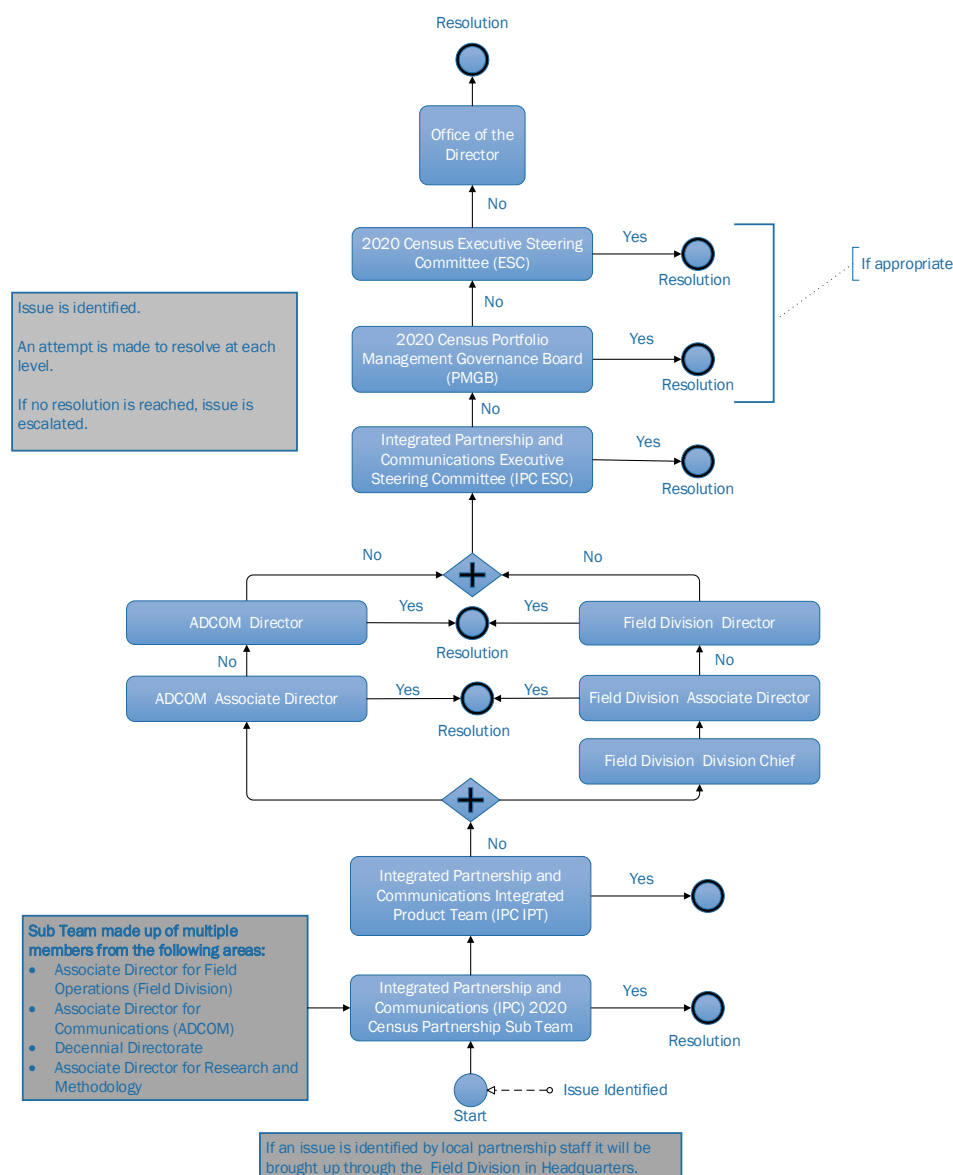
**Figure 4: Organizational Structure**



The Decennial Communications Coordination Office within the Decennial Directorate provides oversight on the planning, implementation, and closeout of the IPC operation, which includes partnership.

Figure 5 illustrates the decennial governance process for the IPC operation, which includes the partnership program.

**Figure 5: Governance Structure**



## 19. Tools

The Partnership Program staff will use several tools for effective communication and documentation. Three of these are highlighted below.

### 19.1 Customer Relationship Management System

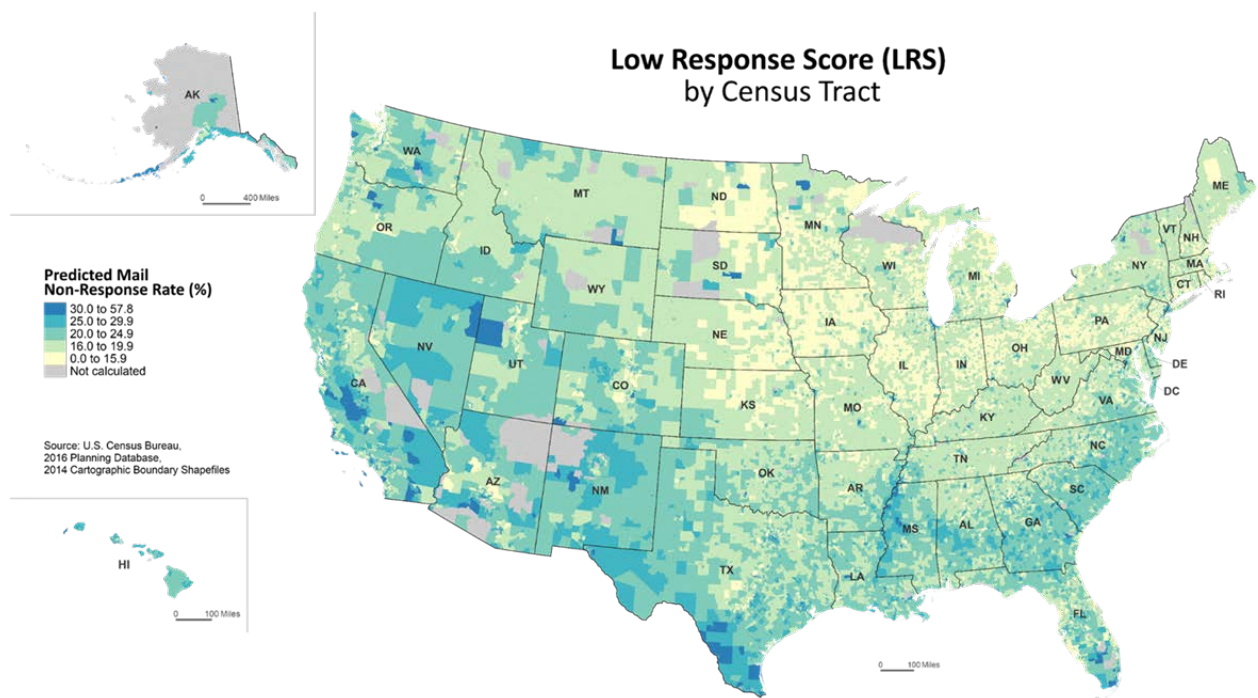
The Census Bureau uses a Customer Relationship Management (CRM) system to record activities with current and future Census Bureau partners. The CRM also monitors and generates reports on the status of activities that partner organizations pledge to complete in

support of the 2020 Census. This tool is critical to maintaining historical records that provide the legacy of partnership efforts throughout the decades.

### 19.2 Response Outreach Area Mapper

The Response Outreach Area Mapper (ROAM) is a tool that helps identify people living in areas that traditionally have lower response rates. Partnership Program staff use Census Bureau data and research to identify the demographic characteristics of HTC groups. The Census Bureau will distribute this information to partners and the general public to use when shaping their outreach efforts. In addition, regional census centers will use this information when developing and implementing partnership activities to illustrate types of partner organizations and where, geographically, to conduct events within each region.

**Figure 6: Image From ROAM**



### 19.3 2020 Census Partner Web Page

In today's environment, like-minded individuals are accustomed to sharing stories, providing customer feedback, and receiving timely information in a virtual space. Similarly, the Census Bureau will use a Web page for partners to obtain information about the 2020 Census, download and print customizable materials and other resources, get access to tools, and sign up to work help with the 2020 Census. This tool is a key component for scaling now and sustaining beyond the 2020 Census.

## 20. Partnership Hiring

The Census Bureau has a lot of help in designing and implementing the largest peace-time mobilization effort in this country. Not only does the American public play a vital role by responding to census questions and helping create a snapshot of our country, they also provide data that will be used in decision-making over the next decade and provide critical resources in helping to implement the census. The Census Bureau will hire approximately 500,000 people to work on 2020 Census. By June 2019, there will be 1,501 partnership specialists throughout the country who will focus on establishing and securing relationships with various organizations to encourage and motivate their employees, customers, and constituents to participate in the 2020 Census.

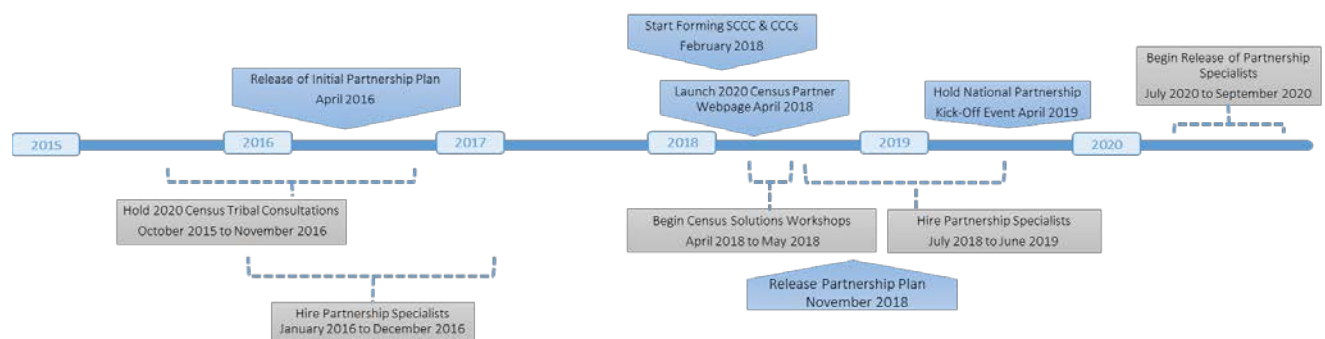
**Figure 7: Regional Partnership Specialists Hiring Wave Timeline**



## 21. Partnership Timeline

The Partnership Program contains many activities. The Census Bureau began this effort in 2015 by consulting with tribes across the country about the upcoming 2020 Census. The Partnership Program will not be completed until December 2020. The Census Bureau follows a detailed schedule to track and monitor the work associated directly and indirectly with partnerships. The following timeline is a high-level summary capturing a few of the critical components. At the time of this writing, the Census Bureau is continuing to refine the schedule. The partnership schedule is a component of the IPC operational schedule, which is currently in the 2020 Census Integrated Master Schedule.

**Figure 8: High Level Partnership Implementation Timeline**



## 22. Performance Management

Performance management is critical to optimizing the effectiveness of the Partnership Program. It involves key activities such as tracking, monitoring, reporting, and decision-making about the progress and associated risks for the program. With a large staff at the Census Bureau headquarters and 1,501 partnership specialists in the regions, the Census Bureau must measure progress toward accomplishing its goals using a systematic and transparent approach.

But the Census Bureau faces a challenge in managing performance of its Partnership Program due to the indirect relationship between partners and census response rates. Intuitively, it makes sense that relationships with trusted voices convey to the American public the importance of completing the decennial census would help increase response rates. But previous evaluations of advertising and partnership efforts have found it difficult to attribute either of these IPC components as having an effect on response rates. Now, however, technological changes and new communication vehicles make it easier for staff to fine tune efforts to gauge effectiveness. For example, staff will use the CRM and other tools to document many of the data points below to determine if at least 50 percent of all national partners will have the capacity to reach one or more hard-to-count populations, by March 2020. See page 3 for more information on objectives.

The Census Bureau will use the following criteria to help to determine effectiveness of the Partnership Program:

- Governments and partners are aware and support the 2020 Census.
- Partnerships educate people about the 2020 Census to motivate self-response and encourage cooperation with enumerators.
- CPEP events and materials result in increased self-response rates.
- Partnership events and activities scheduled in areas with concentrations of low response result in increased response rates.
- The number of people accessing Web site information increases as activities, messages, and partnership staff permeate local communities.
- Web site visits and trends are tracked around the time when partnership community events occur.
- Campaign codes are used to track partnership outreach campaigns, showing census Web site visits or the use of self-response links.
- Leveraging partnerships in traditionally low response score areas.

The Partnership Program will have internal measures to monitor staff work flow and other measures to track progress toward objectives. The following measures are examples of metrics captured in the CRM that will be used to track the effectiveness:

- Number of committed SCCC, CCCs, and Tribal Complete Count Committees.
- Number of organizations with partnership agreements (signed and verbal).
- Number of organizations engaged by partnership staff.
- Estimated monetary “value” of activities conducted by partners.

- Amount of space provided by partners on products (e.g., signage, advertising).
- Number of partnership activities recorded in the CRM.

The following are potential methods that could be used to capture the metrics. The Census Bureau continues to refine appropriate measures as the Partnership Program matures before 2020.

- Tracking of partners, partner events, number of attendees, and partner provided resources.
- Using vanity URLs to track responses resulting from specific partnership materials.
- Registering of partner IP addresses and Census Bureau mobile response program toolkit devices to monitor responses driven by partners and CPEP events.
- Monitoring of response rates prior to and after events.
- Partner organizations can use census campaign codes where a link directs people to the Census Bureau Web site electronically and tracks the number of respondents who click that link.

### **23. Sustainability Beyond 2020**

The Census Bureau must continue to sustain its Partnership Program as part of achieving its mission on a repeated basis by maintaining connections in an environment where businesses and governments work together to promote and support public services. To that end, the Census Bureau plans to enhance the evergreen Partnership Program to continue maintaining connections with companies and organizations throughout the decade. This holistic approach will be the cornerstone for transforming a Census Bureau culture to be inclusive of all partnership efforts enterprise wide for better efficiency. All 2020 Census partnership efforts will foster opportunities to continue collaboration post census.

**APPENDIX A**

<b>Acronym</b>	<b>Description</b>
<b>AIAN</b>	American Indian and Alaska Native
<b>ACO</b>	Area Census Office
<b>C</b>	Clerk
<b>CCC</b>	Complete Count Committee
<b>Census Bureau</b>	U.S. Census Bureau
<b>CPEP</b>	Community Partnership and Engagement Program
<b>CRM</b>	Customer Relations Management
<b>DOC</b>	Department of Commerce
<b>FY</b>	Fiscal Year
<b>ICC</b>	Integrated Communications Campaign
<b>ICP</b>	Integrated Communications Program
<b>IP</b>	Internet Protocol
<b>IPC</b>	Integrated Partnership and Communications
<b>IPP</b>	Integrated Partnership Plan
<b>IPT</b>	Integrated Product Team
<b>LEP</b>	Limited English Proficiency
<b>LGBTQ</b>	Lesbian, Gay, Bisexual, Transgender and Questioning/Queer
<b>LUCA</b>	Local Update of Census Addresses
<b>NRFU</b>	Nonresponse Follow Up
<b>PC</b>	Partnership Coordinator
<b>PMP</b>	Partnership Marketing Program
<b>PS</b>	Partnership Specialist
<b>Q/QTR</b>	Quarter
<b>RO</b>	Regional Office
<b>SCCC</b>	State Complete Count Commission
<b>TCCC</b>	Tribal Complete Count Committee
<b>VIS</b>	Visual Information Specialist

## APPENDIX B

### Outreach Communication Strategies, Activities, and Tools Comparison Chart

2010 CPEP Program and Tools	2020 CPEP Program and Tools
American Indian and Alaska Native (AIAN) Program	American Indian and Alaska Native (AIAN) Program
Be Counted Sites	Mobile Response Program
Census on Campus/Higher Education Program (Regional implementation only)	Higher Education Program
Census Road Tour	No national events components anticipated
Complete Count Committees	Complete Count Committees, Tribal Complete Count Committees, and State Complete Count Committees
Congressional Outreach	Congressional Outreach
Customizable Promotional Materials	Customizable Promotional Materials
N/A	Early Childhood Outreach
Event Toolkits	Event Toolkits
Faith-Based Community Outreach	Faith-Based Community Outreach
Field Operations Support	Field Operations Support
Foreign Born/Immigrant Outreach	Foreign Born/Immigrant Outreach
Language Support	Language Support
Lesbian, Gay, Bisexual, Transgender & Questioning/Queer (LGBTQ) (regional implementation)	Lesbian, Gay, Bisexual, Transgender & Questioning/Queer (LGBTQ)
Media	Media
Non-English Promotional Materials	Non-English Promotional Materials
Paid Advertising in Non-English Languages	Paid Advertising in Non-English Languages
Partner Contact Database	New contract and new requirements apply
Partner Support in-kind materials	N/A
Partnership Portal	<a href="#">Partnership Web site</a>
Partnership Staffing Levels, included partnership assistants	Partnership Staffing Levels do not include partnership assistants
Partnership Training	Training will include Web-based training
	People Experiencing Homelessness Outreach
Planning Database	Updated Planning Database with interactive maps and more features (Response Outreach Area Mapper–ROAM)



<b>Recruiting Support</b>	Recruiting Support
<b>Regional Initiatives</b>	Regional Initiatives
<b>Regional Input into Media Buys</b>	Regional Input into Media Buys
<b>Response Rate Feedback</b>	Response Rate Feedback
<b>Limited social media presence</b>	Expanded social media platforms
<b>Trusted Voices Program</b>	Trusted Voices Program
<b>N/A</b>	Veteran's Outreach

<b>2010 Partnership Staff</b>	<b>2020 Partnership Staff</b>
<b>Partnership Specialists-849</b>	Partnership Specialists-1501
<b>Partnership Assistants-2000</b>	Partnership Assistants-0
<b>Partnership Coordinators-50</b>	Partnership Coordinators-61
<b>Graphic Specialists-12</b>	Graphic Specialists -6
<b>Partnership Clerks-50</b>	Partnership Clerks-63

<b>2010 National Partnership Program</b>	<b>2020 National Partnership Program</b>
<b>Program Specific Partnership Programs</b>	Enterprise-wide Partnership Program
<b>Focus on quantity of partners</b>	Focus on quality—high impact partners and engagements
<b>Indiscriminate selection of partners</b>	Strategic engagement of high-value partners
<b>One-by-one engagement of each partners</b>	Getting multiple partners in a room together via Census Solutions Workshops, Census Open Innovation Lab/Census Accelerate
<b>Census prescribes to partners what to do</b>	Partners co-design solutions together
<b>Partners siloed by industry and sector</b>	Collaboration across silos
<b>Focus on giveaways and physical products</b>	Focus on transformative messages and digital products
<b>Less programmatic involvement and integration</b>	Census program support via the account manager pilot and more integration with Statistics in Schools, SDCs and CICs, etc.

## Appendix C: References

Document	Location
<i>2020 Census Operational Plan</i>	<a href="http://www2.census.gov/programs-surveys/decennial/2020/program-management/planning-docs/2020-oper-plan.pdf">http://www2.census.gov/programs-surveys/decennial/2020/program-management/planning-docs/2020-oper-plan.pdf</a>
<i>Office of the Inspector General Report on the 2010 Census,</i>	<a href="https://www.oig.doc.gov/OIGPublications/OIG-11-023-I.pdf">https://www.oig.doc.gov/OIGPublications/OIG-11-023-I.pdf</a>
<i>2010 Census Integrated Communications Program Regional Partnership Assessment Report</i>	<a href="https://www.census.gov/2010census/pdf/2010_Census_ICP_Regional_Partnership_Assessment.pdf">https://www.census.gov/2010census/pdf/2010_Census_ICP_Regional_Partnership_Assessment.pdf</a>
<i>2020 Census Integrated Partnership and Communications Operation</i>	<a href="http://www2.census.gov/programs-surveys/decennial/2020/program-management/memo-series/2020-memo-2016_17.pdf">http://www2.census.gov/programs-surveys/decennial/2020/program-management/memo-series/2020-memo-2016_17.pdf</a>
<i>2020 Design – Hard-to-Count, Maryann Chapin (January 12, 2018)</i>	<a href="#">TBD</a>
<i>2020 Census Integrated Communications Plan</i>	<a href="https://www2.census.gov/programs-surveys/decennial/2020/program-management/planning-docs/2020_integrated_COM_plan.pdf">https://www2.census.gov/programs-surveys/decennial/2020/program-management/planning-docs/2020_integrated_COM_plan.pdf</a>
<i>2020 Census Complete Count Committee</i>	<a href="https://www.census.gov/content/dam/Census/newsroom/press-kits/2018/ccc-guide-d-1280.pdf">https://www.census.gov/content/dam/Census/newsroom/press-kits/2018/ccc-guide-d-1280.pdf</a>
<i>2020 Census Communications Research &amp; Analytics Road Map</i>	<a href="#">TBD</a>
<i>Community Partnership and Engagement Program</i>	<a href="#">TBD</a>
<i>Partnerships: A National Approach</i>	<a href="#">TBD</a>